

Get the Lead Out

I. Project Title and Project Purpose Statement

The Greater Newburgh Partnership (GNP) respectfully proposes the EPA fund “Get the Lead Out,” a project collaboration of GNP, the City of Newburgh Bureau of Code Enforcement, Legal Services of the Hudson Valley, and the Center for Research, Regional Education, and Outreach at SUNY New Paltz through its Environmental Justice Collaborative Problem Solving Cooperative Agreement Program.

Get the Lead Out (GTLO) will create an integrated, interagency model to remove policy stumbling blocks to a lead safe Newburgh. By aligning government, the private sector, and NGOs, the GTLO Collaboration Team will advocate for a streamlined lead remediation process through public private partnership and launch Newburgh HouseFacts, an interactive web and mobile app to empower residents, stakeholders, and consumers on Newburgh property conditions. The EPA has identified Newburgh, NY (zip code 12550) as an area of interest as the New York State Department of Health reported blood lead levels in Newburgh children rate at almost three times the New York State average for 2011. The project activities most closely align with the Toxic Substances Control Act. GTLO will proactively enact policy change to facilitate remediation of lead contaminated properties before they are inhabited by children, require disclosure of property conditions, and provide ready access to the data to encourage healthy housing decision-making. Get the Lead Out will put Newburgh one step closer to ending decades of substandard rental housing practices and eliminating poverty housing from our community. The activities will establish the groundwork and position Newburgh to consider adopting a local lead ordinance.

II. Environmental and/or Public Health information about the Affected Community

In 2008, Orange County was one of eight New York State counties chosen to participate in an innovative Lead Poisoning Pilot Program, a primary prevention initiative with the intent to take action before a child is harmed by the irreversible neuro-developmental effects of lead exposure. This group of counties accounted for 79% of all new cases in 2005 of children under the age of six who were identified with elevated blood lead levels. Further drill down revealed a focus on the 12550 zip code. Although progress has been made, at the GNP/EPA roundtable discussion, experts from New York State and Orange County Health Departments cited the blood lead levels in City of Newburgh children at three times the New York State average with lead-based paint as the most common source.

The key risk factors associated with lead poisoning are poverty, a large immigrant population, and older, deteriorated housing; all of which are prevalent in the City of Newburgh, making

Newburgh children, particularly those in Census tracks 3, 4, and 5, most susceptible. Newburgh is a small city with a stable population hovering at just under 30,000 people. The 2010 Census estimates almost 10% of the Newburgh population under age 5 with approximately 27.9% of all Newburgh city residents living at or below the poverty level. This racially diverse population is 47.9% Latino, 29% black, and 21% white and 24% is identified by the US Census Bureau as foreign born. Almost 70% of Newburgh residents are renters, twice the state norm, exclusive of New York City. Combine aging housing stock (75% of Census Tracks 4 and 5 homes were built before 1939) with absentee landlords, and a significant portion of Newburgh residents are living in substandard housing on blocks dotted with vacant, abandoned buildings. It is estimated that there over 700 vacant properties in the City of Newburgh. The health of our children and our economy is dependent on the health of our housing.

The City of Newburgh sits halfway between Albany and New York City on the western banks of the Hudson River. When Newburgh was in its heyday as a wealthy hub for shipping and industrial commerce, the grand, affluent homes built in the 1800's preferred lead-based paint for its durability and moisture resistant qualities. Those durable qualities still remain under layers of subsequent less toxic coverings, yet each time a window is opened or closed in many Newburgh apartments, minute particles of 19th century lead dust spreads invisibly throughout the space to be ingested by our youngest residents. Low income families may have fewer housing choices, but toxic housing should not be one of them. Eliminating poverty housing in our community is paramount to creating a healthy, vibrant community and remediating lead contamination is a prominent step.

III. Organization's Historical Connection to the Affected Community

[Public Private Partnership: A Framework for Revitalization](#)

The Greater Newburgh Partnership (GNP) was created to bring catalytic change to the City of Newburgh working tirelessly to transform Newburgh into a thriving community that is safe, secure, and desirable. For an organization barely 2 years old, the GNP track record for accomplishing large tasks to serve the Newburgh constituency in creative and innovative ways is unparalleled.

One of the most visible successes of the Greater Newburgh Partnership has been the GNP's aggressive attack on urban decay. Since its inception, GNP has actively assessed and identified empty, abandoned city-owned lots with high visibility that have the opportunity to transform and stabilize a block. Through GNP's Adopt-a-Lot Program GNP partners with dedicated volunteers and supportive donors to replace litter and overgrown weeds with grass, mulch, and

plantings transforming a vacant dumping ground into an oasis of green. To maintain the GNP “clean and green” treatment, GNP collaborates with organizations and community groups to “adopt” the lots and retain their renewed beauty. In 2012, four strategic lots were cleaned and greened with two more in 2013.

Two of the adopted lots have added community gardens to further serve the neighborhood. The community gardens at the historic Dutch Reformed Church are tended by volunteers from nearby St. Patrick’s Church donating the proceeds of the garden to St. Pat’s soup kitchen and pantry providing people in need with access to garden fresh produce. The lots tended by San Miguel Academy, a free private middle school for inner city boys, and public elementary school Horizons-on-the Hudson serve to augment their science curricula invigorating an interest in the environment as well as fostering an awareness of where food comes from, essential in teaching good nutrition and healthy eating.

What may have started as cleaning up an eye sore has quickly become an expression of positive urban rebirth. Neighbors have not only welcomed a clean patch of green, but also expressed amazement that such a struggling community could come together to accomplish something for the greater good.

GNP’s innovative approach to data driven reform is evident in Newburgh Strong, the 2013 City-wide rollout of a successful 2012 GNP pilot project in which engaged residents joined forces with neighborhood anchor institutions and the City of Newburgh Bureau of Code Enforcement to fight urban distress. In 2012, GNP reached out to Dubois Street residents to take back their block convening every other Saturday morning to pick up litter followed by breakfast sponsored by anchor institution St. Luke’s Cornwall Hospital and facilitated discussion with Newburgh police, code enforcement officers, and other city service officials. Newburgh Code Enforcement did a code sweep on the block to educate property owners and residents drawing attention to the properties in need of attention. As the temperature climbed throughout the spring into the hot summer months, when expectation would be a rise in calls to police, the requests for service actually enjoyed a steady decline each month as more people focused on neighborhood cleanliness and block activity.

Based on GNP’s measured success, the expanded 2013 City-wide project tackled the gateway corridors in and out of the City as well as those blocks with the greatest longstanding code violations, often due to absentee landlords, also identified as the City’s areas of greatest need. In GNP’s analysis of the City of Newburgh Police Department data for the 2012 season, cleaner streets and engaged neighborhood residents resulted in a reduction in incident calls, which then propelled the Newburgh Police Department to participate in Newburgh Strong with foot patrols in 2013 and test the waters of community policing. Similar collaborations with other City departments such as the Department of Public Works to remediate dumping sites, the Youth Bureau to offer neighborhood community building activities for families and children, and OrangeWorks, a countywide organization providing summer leadership opportunities for teens followed with success, highlighting the value of public private partnerships to the City.

When GNP sat down with City leadership in late 2012 asking what would be transformative for the City, updating the City Zoning Ordinance to match the Future Land Use Plan was quickly identified as the most significant need. GNP got to work financing and facilitating the project. Currently, the Newburgh Zoning Code Rewrite is 13 months into the 18 month project which encompassed alternate week meetings of a City staff and a large Advisory Team comprised representatives from a cross section of community groups and City committees who diligently reviewed and debated every line. Each representative shared the experience with their respective group and the community has been abuzz with anticipation. As GNP enters into the public engagement phase of the project, the response has been overwhelmingly positive. At the end of February 2014, the City will take ownership of the project and initiate SEQRA, hold official public hearings, with the intention of adopting the new Code in June. The project would not have been funded or completed on time or in budget had GNP not been the lead agency demonstrating the value of a successful public private partnership in accomplishing projects the City alone could not.

IV. Project Description

[Catalyst for Change: Strategic Goal Setting](#)

The Greater Newburgh Partnership (GNP) was formed to be a catalyst for positive change bringing together leaders from the public, private, and nonprofit sectors to promote the revitalization of Newburgh, NY as a place to live, work, visit, and to invest.

In the past decade, charettes, visioning sessions, and community workshops have convened; ideas and input copiously shared, and volumes of visionary plans have been produced and line the bookshelves at City Hall. The City of Newburgh does not suffer from a lack of vision, as seen in recent years benefits greatly from the strength of a public private partnership to implement the vision. GNP initiatives thrive on collaboration, action, and accountability, in which GNP seeks the needed funding and provide the project management necessary to bridge the gap between idea and program implementation. GNP's "Together We're Better" initiative provides a forum for the nonprofit community, which convened a group visioning sessions to identify challenges to progress and markers that would denote community growth. One key cross sector indicator of progress the group identified was improvement in the environmental factors surrounding Newburgh housing stock, primarily lead and mold.

In the fall of 2013, Congressman Sean Patrick Maloney requested GNP collaborate with the EPA to bring attention to the high incidence of lead exposure experienced by City of Newburgh children. Under our "Together We're Better" banner, GNP convened a roundtable discussion with over 40 nonprofit and governmental agencies, all of whom focus their work on children

and housing, which encouraged the rebirth of a Lead Safe Newburgh Coalition to be led by the Orange County Department of Health (OCDOH) and powered by GNP. The most significant takeaways from the Get the Lead Out Roundtable were the recommendation from key note speaker, Ralph Spezio, the elementary school principal who led the Rochester initiative, to take a “no blame, let’s just fix it” approach, and the much welcomed public alignment of the federal, state, county, and local governments to support focus on the issue.

Rolling up Our Sleeves: Building Community Capacity & Building Consensus

To build on the power of the Get the Lead Out Roundtable Discussion, the Greater Newburgh Partnership has partnered with the City of Newburgh Bureau of Code Enforcement (Codes), Legal Services of the Hudson Valley (LSHV), and the Center for Research, Regional Education, and Outreach at SUNY New Paltz (CRREO), choosing to travel in a parallel path to the Lead Safe Newburgh Coalition. The Get the Lead Out Collaboration Team will contribute in the outreach, education, and engagement of the Newburgh community bringing lead awareness and remediation to the forefront. As the Lead Safe Newburgh Coalition best works with those who may be exposed to lead, the Collaboration Team will work with GNP’s vast network throughout the business community to reach property owners, municipal leaders, and policy makers to analyze and address the challenges in effecting remediation.

The Initial Project Focus

Initially, three areas for engagement will be the focus: Housing Inspection Criteria, the City of Newburgh Rental Property Registry, and Landlord Engagement. The primary goals are to investigate the path that tenants, particularly subsidized tenants, take in renting; investigate the path a housing unit takes from hazard identification through remediation, and identifying opportunities for policy change and streamlining. The Collaboration Team will actively look for individuals and representatives of organizations participate in on a Leadership Team to make recommendations for positive change. These activities, particularly those around agency policy change and procedure, will set the stage for exploring the development of a local lead ordinance as was so successful in the Rochester model.

Focus: Housing Inspection Criteria

A key factors of success is the compilation and analysis of data. Due to its small size, only 3.8 square miles, City of Newburgh statistics are most often lumped into the aggregated Orange County statistics fostering hearsay and anecdotal evidence as fact. Of interest to the Collaboration Team is identifying agencies that perform housing inspection as part of their service and identifying criteria as it relates to lead hazards.

LSHV and GNP will:

- Identify process and criteria under which the Orange County Department of Social Services (OCDSS) inspects housing and refers DSS clients
- Identify how and when a lead hazard is observed and what is done with this information
- Follow the path from identification to lead remediation identifying challenges and encourage compliance
- Open a dialogue with OCDSS to change policy towards full disclosure preventing placement in housing with known hazards

Focus: Newburgh Rental Property Registry

In June 2013, the Newburgh City Council adopted Local Ordinance 7-2013 establishing a Rental Property Registry requiring the inspection and registration of all rental properties in the City of Newburgh . The Ordinance has been adopted, but not yet implemented, providing a tremendous opportunity. Although a new requirement, the Rental Registry offers landlords peace of mind by documenting the property conditions prior to renting and compliance with the Registry is an opportunity to draw lead remediation into the conversation.

GNP and Codes will:

- Look to adapt inspection criteria to include lead hazard as part of the Registry inspection
- Work with Corporation Council on reporting and disclosure requirements to tenants

Focus: Landlord Engagement

The status quo is unfair to both landlord and tenant, making each the scapegoat of the other. As reported by OCDOH, a dwelling unit in need of remediation is discovered by several different avenues, but almost always stemming from contact with the tenant. Sometimes the tenant will invite OCDOH into the unit to inspect, often in exchange for a supply of cleaning products or sometimes elevated blood levels in a tenant's children are reported prompting inspection. Direct interaction with OCDOH without the landlord's knowledge or approval puts the tenant at risk and anecdotally, fear of eviction has kept them silent. Should lead be found, the family must be relocated until remediation is completed often to an unfamiliar location far from neighborhood support and if refused, the tenant can be threatened with reporting to Child

Protective Services. With engaged participation in the Rental Registry, a transparent inspection and screening process can make public the status of the property, turning a no-win into a win-win.

Taking “no blame” cues from the successful Rochester initiative, GNP, LSHV and Codes will:

- Engage property owners to comply with the Rental Registry
- Analyze the timeline from testing through remediation including application to Orange County Community Development for HUD funds
- Identify ways to streamline the remediation process
- Encourage remediation of units while empty before a child occupies the space

[The Leadership Team: Engagement with Stakeholders](#)

In the second six months, the Collaboration Team will identify and recruit individuals for participation on a Leadership Team to recommend properties for remediation. Leadership will include representatives from the Newburgh Landlord Association, Architectural Review Commission, Bureau of Code Enforcement, Orange County Community Development, Newburgh Economic Development, and the Newburgh Community Land Bank and others with property based interests.

GNP, LSHV, and Codes will:

- Convene a Leadership Team
- Follow up on properties recommended for remediation
- Facilitate discussion on local lead ordinance

[Show Me the Data: Leveraging Resources](#)

The Team will create Newburgh HouseFacts, a web and mobile app to empower citizens to end substandard housing, the prime source of childhood lead poisoning. The City of Newburgh Bureau of Code Enforcement and Pace University Land Use Law Center collaborated on a Distressed Property Task Force which initiated the creation of a website overlaying pertinent property information, such as vacancy, code violations, and calls to police onto the map of Newburgh. GNP is proposing to adapt the existing resource and elevate the usefulness of the project by adding additional layers indicating rental properties that have been inspected and

those identified as lead-safe. The preferred method of information delivery in the City of Newburgh is overwhelmingly mobile which will require access by 4G network to be effective.

To create Newburgh HouseFacts, GNP, CRREO, and Codes will:

- Analyze and procure the data available
- Analyze the most effective interface and delivery
- Map the data to be integrated with existing website
- Mobilize the content making it accessible to everyone interested in the status of the City of Newburgh properties
- Work with the Distressed Properties Task Force and Lead Safe Newburgh Coalition on the introductory launch and promote its use

The Newburgh HouseFacts launch will include public education, demonstration and training in accordance with the Toxic Substances Control Act. By making Newburgh HouseFacts easily accessible and readily available, available public information such as code violations, lead remediation status, last inspection date, etc. will empower residents to make evidenced based decisions on housing choices complemented by the OCDOH educational outreach. Should property owners find themselves unable to rent so freely to families with children without lead remediation, or given more stringent requirements from OCDSS and the Rental Registry inspections, sit empty until deemed lead-safe, property conditions will by necessity improve to keep pace with the higher standards of the marketplace.

Project Timeline:

Zero to 6 Months	<ul style="list-style-type: none">• Information Gathering• Consensus Building• Identifying Leadership Team to emerge as advisors for stakeholders
6 to 12 Months	<ul style="list-style-type: none">• Convene Leadership Team• Recommendations for policy changes to include lead safe status in inspection criteria• Recommendations for required reporting• Initiate project implementation on Newburgh HouseFacts
12 to 18 Months	<ul style="list-style-type: none">• Launch Newburgh HouseFacts

	<ul style="list-style-type: none"> Engage and educate consumers and stakeholders on application and use of data
18 to 24 Months	<ul style="list-style-type: none"> Evaluate program and process Create sustainability plan Recommendations for a local lead ordinance

The Collaborative Team

The Greater Newburgh Partnership relies on the strength of its partners to leverage the impact of the organization and this Collaborative Team is no exception. Since its inception, GNP has worked closely with the Bureau of Code Compliance on several successful initiatives: the Newburgh Community Land Bank, the Distressed Properties Task Force, the Zoning Rewrite, grantwriting, and Newburgh Strong. Legal Services of the Hudson Valley has provided free legal counsel to Orange County since 2004 bringing a wealth of experience in mediating landlord/tenant disputes. LSHV assists clients in navigating the intricacies of an interagency system. Their insights and input in developing a Leadership Team agenda and engaging the various local agencies will position the Collaborative Team to effect change. The Center for Research, Regional Education, and Outreach at SUNY New Paltz will bring an analytical eye to the table guiding the creation and launch of Newburgh HouseFacts and their recommendations regarding the Collaboration Team's progress in readying Newburgh to consider a local lead ordinance will be invaluable. This Collaboration Team was chosen for its diversity bringing nonprofit, government, and academic points of view to the table in addressing Newburgh's lead issue.

V. Organizational Capacity and Programmatic Capability

GNP has built its organizational and operational capacity for the past two years. The organization is led by a skilled, diverse board of directors that represents a cross-sector of the community, many of whom are business owners, property owners, or second and third generation Newburghers. The board is motivated and highly action oriented. The staff of GNP has more than fifty years of senior level non-profit management experience collectively in addition to exceptional credentials. Although GNP has not previously managed federal funds, the team has demonstrated numerous successes with public private ventures including: the Newburgh Community Land Bank (NCLB), securing Dyson Foundation Funding, collaborative grantwriting, and championing policy reform for positive change such as a parking tribunal and

a third judge dedicated to housing issues and code enforcement. GNP is successful, resourceful, and a never-say quit attitude exists within the organization.

GNP facilitated and successfully completed the New York State Land Bank application for designation as one of only five such approved applications and the only mutually exclusive city granted such designation. The Newburgh Community Land Bank has become a critical tool for the City of Newburgh to remedy the significant number of vacant and distressed properties.

GNP closely collaborated with the City of Newburgh Fire Department on grantwriting which most recently resulted in an award to the City of a SAFER grant for \$2.4 million over two years to support new firefighters cross trained in code enforcement. On February 14, 2014, a class of 12 new firefighters graduated the first Newburgh Fire Academy and proudly joined the ranks of the Newburgh Fire Department.

The Dyson Foundation awarded \$250,000 to GNP to partner with the City of Newburgh on Zoning Law redevelopment. The project will align Newburgh's antiquated and outdated zoning code with the adopted Future Land Use Plan; a project that was recognized as transformative for Newburgh. With significant engagement of the nonprofit sector aligning representatives of a cross section of the community to form an Advisory Team to work with leadership from the City staff, the current Zoning Ordinance was painstakingly reviewed, debated, and updated. GNP is currently moving into the public engagement phase of the project to educate, enlighten, and encourage the City Council to undertake SEQRA application.

Although GNP has demonstrated success in award and management of grants on the scale of the EPA EJCPs Cooperative Agreement Program sought, to date, GNP has not received federal funding or managed any federal grants.

VI. Qualifications of the Project Manager (PM)

The Greater Newburgh Partnership team is led by Founding Executive Director Sue Sullivan. Ms. Sullivan has 30+ years of nonprofit experience specifically in coalition building, fundraising, and government affairs. At GNP, Ms. Sullivan transforms vision into action to turnaround the "Murder Capital of New York" into a thriving, Hudson River Waterfront community. While establishing all phases of the organization, she has successfully managed transformative projects from conception to completion.

Ms. Sullivan's success in foundation and private fund raising initiatives, while building a comprehensive program to address the systematic and cultural challenges facing the city of Newburgh is evidenced by her 15 year tenure at St. Luke's Cornwall Hospital as Vice President of Advancement and Government Affairs. Ms. Sullivan was accountable for delivering annual non-operating revenue to St. Luke's Cornwall Health System to meet strategic and capital needs

and surpassed expectations, delivering 10-20% equity position in SLCH facility initiatives through philanthropy and grant income. Ms. Sullivan's award winning communication strategy was a direct factor in gauging the Newburgh community needs and building SLCH to meet them. Ms. Sullivan completed her master's degree in public administration from Marist College in Poughkeepsie, NY and is a certified fundraising professional.

For Ms. Sullivan, the premise is simple – create goals that are visionary; develop strategies to exceed those goals; create actionable and measurable execution plans, and achieve results that are sustainable.

VII. Past Performance in Reporting on Outputs and Outcomes

The Greater Newburgh Partnership has been awarded a grant of \$250,000 from the Dyson Foundation, twice the size and scope of this EJCPS Cooperative Agreement Program, to support the public private partnership in rewriting the Newburgh zoning code. The project is on time and in budget with formal reporting filed with the Foundation at the 12 month point in the 18 month project and informal progress reporting to the grant officer regularly. A final report is due at the conclusion, June 2015.

To date, GNP has no experience reporting outputs and outcomes.

Get the Lead Out will utilize data derived from City of Newburgh existing databases to complete the project and as indicated on Appendix F, a QAPP is required.